

City Branding Adaptation Strategy during the Pandemic

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Abstract

The covid-19 pandemic certainly has an impact on all regions in Indonesia, including Banten Province. One of the affected areas in the province is Lebak Regency, where there were layoffs of several company employees due to their place of working deciding to go out of business. In addition to helping them to be list as recipients of Kartu Prakerja, the Lebak Regional Government is also trying to improve their economic conditions while at the same time introducing Lebak Regency through the Lebak Unique Program which uses a city branding approach. This research is based on Insch's (2011) theory regarding the city branding process using qualitative methods. Based on the results of the study, it can be concluded that all stages in the city branding process have gone well where the Lebak Regency Government creates good communication between all parties, uses social media optimally, and has the ability to understand what is needed and what is owned by the region, so that Lebak Regency's city branding can be carried out well even though it is hindered by the pandemic and there are several aspects that must be improved.

Keywords: Lebak Unique, city branding, city branding process, tourism.

I. INTRODUCTION

Banten Province is one of the regions in Indonesia that has a lot of districts and cities. During the pandemic, Banten Province has passed two waves of pandemics with a fairly high number of positive cases. One of the affected areas is Lebak Regency. Reporting from antaranews.com, according to the Head of the Lebak Regency Manpower and Transmigration Office, Tajudin Yamin, there were 8 companies that decided to go out of business and caused 1,163 employees to be laid off. The decision was taken on the basis of the difficulties experienced by the company in marketing, as well as supplying raw materials obtained from imports.

Seeing the existing problems, the Lebak Regency Government certainly did not stay silent, they facilitated employees who were victims of layoffs to be able to become participants in the Pre-employment Card program. In addition, the government also conducts city branding with a program called Lebak Unique. This program is carried out to introduce Lebak Regency and improve the economic condition of Lebak Regency after faltering due to the pandemic.

To examine the process of city branding, researchers used the theory from Insch (2011) regarding the process of city branding as the basis of theory. According to the theory, there are

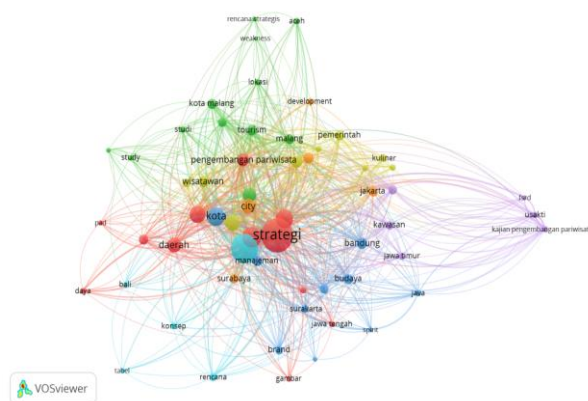
4 steps in the city branding process, namely, identify, objective, communication, and coherence. With the use of this theory is expected, the author can understand the use of city branding in terms of economic recovery after the pandemic in Lebak Regency.

II. RESEARCH METHODS

Not only to understand tourism development strategies with a city branding approach, the author also uses qualitative research methods to reveal every step in the city branding strategy process. Then, for the type of research used is descriptive research so that researchers can describe specifically the details of the city branding strategy process in tourism development. This statement is in accordance with Neuman's opinion (2006: 35), that descriptive research describes human types or social activities, considering that this research was conducted to examine social activities in the community For data collection itself is carried out using several techniques, namely In Depth Interview, documentation studies, and Focus Group Discussion. (FGD). Informants who are the source of information are determined based on purposive sampling methods.

To dig up information, researchers determine several key informants to then the answers of all informants are developed continuously by using the snowball principle that is tailored to the needs and adequacy of data to uncover the problem of counseling migrant workers' policies. If the data has been said enough and meets the purpose, then the data collection is stopped or in other words this research is carried out purposively, especially in determining the source or information information of research. Because this study uses qualitative methods, the instruments of this study are the researcher himself with tools in the form of interview guidance guidelines, bantuan tools in the form of voice recorders (tape recorders), and photo image recorders.

III. RELATED RESEARCH



Source: Articles from Google Scholar processed with Vos Viewer, 2021

To search for research related to tourism development through city branding, researchers collected articles from google scholars using the VOSviewer application which was restricted for the past 5 years with search results of 998 articles. Previous research conducted has a lot to do with tourism, tourists, management and culture. From the presentation of the visualization above, it can be seen that research on tourism development strategies through city

branding is still rarely discussed (Abdullah & Nugraha, 2020; Bau & Widodo, 2020; Hereyah & Kusumaningrum, 2019; Irianto, 2017; Ultimate, 2019; Rinata & Hanoë, 2021).

Previous research conducted by Asfira Rachmad Rinata and Yohanes Hanoë revealed that the most strategic way to introduce a brand, institution, company or tourist attraction is to build a good image or brand. Brawijaya Edupark branding strategy in building an image of educational tourism, implementing efforts to position the brand and as a differentiator with other tourism in Malang City, especially in the fierce competition by implementing brand positioning strategies such as making game rides and baths with the concept approach "Fun Learning Through Playing" "as a way to maintain the image of educational tourism, with the concept of being able to build an image of educational tourism for Brawijaya Edupark with the integration of tourism communication in the form of publications, cooperation, and activities / events, but the research results also found internal and external obstacles in Brawijaya Edupark (Rinata & Hanoë, 2021).

Then research from Yoyoh Hereyah and Rastri Kusumaningrum, explained in his article looking at the destination branding process at the museum wista under the tutelage of the Directorate of Preservation of Cultural Heritage and Museums, an important tourist destination and a concern of the Indonesian government, namely Museum Tourism, with the destination branding process. to form an image of an Indonesian museum tourist destination. The Cultural Cruising Community with the Toea City Tour program and Night Time Journey at Museum is one of the media to attract people to visit the museum and be actively involved in these activities. In this case, an analysis was carried out on how to deliver messages through the Toea City Roaming program and Night Time Journey at Museum using the Elaboration Likelihood Model study to find out how the message conveyed through the activity was received so that there was a change in behavior, namely visiting the museum and playing an active role in the Activities of the Cultural Roaming Community. This must be supported by the packaging of persuasive messages that are more interesting in publishing community programs so that the main message to be conveyed in the museum tourism branding destination process can be elaborated appropriately by visitors or community members (Hereyah & Kusumaningrum, 2019).

Based on the description of indications of problems and previous research that has been stated, the author is interested in conducting more in-depth research on Tourism Development Strategies through City Branding in Lebak Regency.

IV. RESULTS AND DISCUSSIONS

As one of the promising commodities, the Lebak Regency Government utilizes its tourism potential as a solution to improve the economic condition of Lebak Regency after being hit by the pandemic. As explained in the background, this study will discuss the "Lebak Unique" program, a city branding strategy from Lebak Regency that is implemented to support the tourism sector and ultimately have an impact on improving economic conditions. The theory to be used is the theory from Insch (2011) about 4 rare city branding strategy processes consisting of identity, objective, communication as well as, coherence.

a. Identify

Identify is the stage where the community assesses shared assets, personalities, desired attributes and so on that selectively emphasizes aspects of the identity of the city place, mechanics and the environment must be conducive to encouraging community participation and supporting brand strategies (Insch, 2011). Based on this definition, it can be concluded that at this stage the identification of assets that can be introduced and support the implementation of city branding. In Lebak Regency itself, the district government sold the tourism sector as an asset in city branding because based on Indonesia's economic portfolio, foreign exchange originating from that sector continued to increase from 2015 to 2019. In fact, in 2019 the foreign exchange value of the tourism sector reached US \$ 20 billion (Rosana, 2019). In fact, there is a statement that says that the tourism sector can be the 'backbone' and hope for the country's economy to encourage Indonesia to become a developed country in 2045.

Seeing the profits and potential, the Lebak Regency Government is interested in selling the tourism sector as an asset in their city branding program, namely, "Lebak Unique". Lebak Regency itself has a beach with a length of \pm 91.42 km, even sawarna Beach Tourist Area is included in the "Banten 7 Wonder". The ocean around Lebak Regency is also famous for its potential in the marine fisheries sector, based on a report from the Lebak Regency Investment and Integrated Services Office (DPMPTSP) in 2018 there were 37 species of marine fish that were caught in the ocean of Lebak Regency. At that time skipjack fish became the most catch with a production of 1,796,069 kg and a production price of Rp 32,329,242,000,- . Then, Cikuya Tea Garden with a land area of 30 hectares is also one of the choices of natural tourist destinations. There is a tourist destination that is less well known by the public but has been widely discussed in various international literature, namely the Dome Dome (Bayah Dome). Geologically, this tourist destination has been known since Van Bemmelen a Dutch citizen who is a geologist made a book about geology in Indonesia and published in 1949. One of the discussions in the book is the Bayah Dome, explained that "The Bayah Mountain Zone, extensional from Bandung zone, consist of Paleogen to Pliose Sediment, and Quaternary Volcanic rocks".

Wewengkon Citorek tourism is also no less beautiful than the tourist destinations mentioned earlier. This destination is known as the "Land above the Clouds" because the tourists are presented with a beautiful view of the clouds, as if the visitors are on the cloud. In addition to the destinations mentioned, Lebak Regency still has other natural tourist destinations such as Curug Tourism and Religious Tourism. So complete, this area also has historical tours in the form of the Multatuli Museum which contains a collection of anti-colonialism history, history about Multatuli, and his novels (Kencana, 2021). Cultural tourism in the Ulayat Badu Tribe is also a unique destination for tourists, there are various attractions for the tribe which eventually becomes part of the unique face of Lebak and at the same time represents the locality of the region in the south of Banten which is still strong with traditional traditions and concepts in the midst of an increasingly advanced and modern era. With data to these destinations, tourists can get to know the culture of Lebak Regency.

Tourism potential in Lebak Regency is also supported by several national strategic projects that are close to or even located in the region, including:

1. Special Economic Zone (SEZ) which is geographically adjacent to the Lebak Regency area.
2. Serang Toll – Panimbang.
3. Double Track Commuter Line relation Tanah Abang - Maja which at the end of December 2019 has been connected to Rangkas Bitung Great Station.
4. Reactivation of the Rangkasbitung – Saketi – Labuan railway line and the Bitung – Saketi – Bayah Rangkas line.
5. Karian Reservoir which was named as the third largest reservoir in Indonesia.
6. Maja Public New Town Area.

All the infrastructure is not only supporting the lives of local communities, but also for tourists who want to visit Lebak Regency itself because it facilitates access for tourists.

Interestingly, the idea of developing the tourism sector in Lebak Regency in the form of the "Lebak Unique" program has been implemented since 2016. This has been discussed in the preparation of the Regional Tourism Development Master Plan (RIPPDA) in 2016 and is listed in Lebak Regency Regional Regulation Number 1 of 2016 concerning the Regional Tourism Development Master Plan for 2016 - 2031. Similar to Lebak Unique which is running today, Lebak Unique in 2016 also uses a city branding approach. There is a slight difference in Lebak Unique in 2020 due to the Covid-19 pandemic. The government is still carrying out tourism development, but the development is carried out adaptively and adjusts to the current situation. The Lebak Regency Government managed to identify the potential, solutions, and challenges they got when implementing city branding in the pandemic era.

b. Objective

Objective, namely the integration and consistency of brand essence with the goal of urban development. The definition of a city segment should be interesting. the selection of appropriate measures to monitor progress and assess return on investment. population participation in the selection of indicators is very important (Insch, 2021). This stage ensures that the Lebak Unique program has a clear purpose and can be run consistently by all parties involved. The tourism sector is the hope and focus for the Indonesian economy, this is also what can help Indonesia become a developed country. One way to improve the tourism sector in Indonesia, by building Lebak Regency. The position of Lebak Regency is relatively not too far from the Indonesian central government and the potential of Kabupaten Lebak itself can be an opportunity to capture momentum in tourism development and to increase economic growth in order to realize the welfare of the community.

. Lebak Regency Regional Regulation Number 1 of 2016 concerning the Master Plan for Regional Tourism Development in 2016-2031. In the regulation, one of the mandates is the development of tourism image. Therefore, the development of the tourism image of Lebak Regency is translated into the form of the "Lebak Unique" program. This program is a tourism development strategy chosen by the Lebak Regency government using a city branding approach and has been first discussed at the beginning of RIPPDA in 2016 and in 2020 on the

implementation of adaptive tourism development policies in accordance with renewable conditions and situations because it is the embodiment of the City Branding approach," Lebak Unique" is also the estuary of the tourism ecosystem in Lebak Regency.

Lebak Regency has national strategic projects, including:

1. Tanjung Lesung SEZ which is geographically adjacent to the Lebak Regency area;
2. Another connectivity that is also no less promising, even becomes a kind of prestige for Lebak Regency is the existence of the Serang – Panimbang Toll Road.
3. The Double Track Commuter Line between Tanah Abang – Maja and the end of December 2019 has been connected to Rangkasbitung Great Station.
4. Reactivation of railway lines from Rangkasbitung – Saketi – Labuan and Rangkasbitung – Saketi – Bayah lines.
5. National Strategic Projects such as Karian Reservoir, which will be the third largest reservoir in Indonesia, after Jatiluhur Reservoir and Jatigede Reservoir.
6. Maja Public New Town Area, which is 1 of 10 Public New Cities in Indonesia.

In addition to development projects, Lebak Regency also has tourism potential with a complete package. Lebak Regency has a beach length of + 91.42 Km and becomes a marine tourism paradise by participating in the potential in the marine fisheries sector. Sawarna Beach Tourist Area which is one of the "Banten 7 Wonder". Other natural tourism potentials contained in Lebak Regency are Beach Tourism, Curug Tourism, Religious Tourism and various other potentials.

There is also a relative potential that is still less known by the public, but has been discussed in various international literature, namely the Bayah Dome (Bayah Dome). Bayah Dome (Bayah Dome) geologically has been quite well known internationally, since Van Bemmelen, a Dutch geologist made a book on Indonesian Geology published in 1949, in which discussing the formation of the Bayah Dome. "The Bayah Mountain Zone, extensional from Bandung zone, consist of Paleogen to Pliosen Sediment, and Quaternary Volcanic rocks" (Physiographic map of West Java simplified after van Bemmelen (1949). In addition to natural tourism, cultural tourism is also a potential in Lebak Regency. In Lebak Regency there is an Ulayat Baduy Tribe known in the world. There are also various kasepuhan that are part of the unique face of Lebak and represent the locality of this region in the south of Banten amid the penetration of modernity on the face of other regions.

Based on the following explanation, it can be known that Lebak Regency has a lot of potential that can be developed starting from the development project, natural tourism and cultural tourism. This is the basis of the Lebak Regency government in implementing the City Branding approach through the "Lebak Unique" tourism development policy. The policy also emphasizes the restoration of the condition of the assessment of the wider community of Lebak Regency which assesses as a disadvantaged area into a regency that is rich in the values of local wisdom that is very abundant. So, in the current New Normal situation, "Lebak Unique" is also an innovative and powerful program, because considering the diversity of culture and the value of unity that is so high that the community remains productive, evidenced by even in the conditions of the Covid-19 Pandemic, through the "Lebak Unique" creative economy in Lebak

Regency in fact continues to run including culinary tourism, multatuli museums, multatuli art festivals and tourist destinations. adjust the open close in accordance with government regulations related to the policy of handling Covid-19.

The above problems will of course reduce from potential amplification, especially in the context of Lebak Regency Tourism Development which relies heavily on the positive image aspects of tourist destinations in various media and news. Tourism development that is being intensively carried out by Lebak Regency requires a city branding approach as a city identity to fuse lebak's negative image with progressive but measurable steps in order to increase the level of visits to tourist destinations in Lebak Regency. Tourism is believed to be the choice of the present and will have implications for the future of the people of Lebak Regency, in accordance with the principle of sustainable development consisting of 3 pillars (economic, social and environmental) that are interdependent and strengthening, with the principle of meeting the needs of the present without sacrificing the fulfillment of future generations ([Brundtland Report from the United Nations, 1987](#)).

c. Communication

Communication, i.e. Brand communication no longer transmits messages to a passive audience. Consideration should be given so that the selected audience can be reached and invited to participate in dialogues about the city and its offerings, in addition to traditional media channels, there is an increased use of interactive social media to build city brands (Insch, 2011). The definition of this stage is very clear, where there is a communication process with all parties involved in city branding and of course related to communication in the current era this stage will also see the impact given from the use of social media in doing city branding. At this stage, the Lebak Regency Provincial Government has conducted various forms of communication with various parties involved, especially the community. Coinciding with the New Year Christmas holiday (Nataru) at the end of 2021, the Head of the Lebak Regency Pariwisata Office communicated in the form of giving an appeal to tourism managers to obey the Domestic Ministry of Agriculture (Inmendagri) Instruction No. 62 of 2021 concerning the Prevention and Handling of Covid-19 during Christmas and New Year Celebrations 2022. Based on the regulation, the local government requested all tourist destinations which at that time amounted to 33 destinations to be temporarily closed from December 24, 2021 to January 2022. Then, tourism managers are also encouraged to implement health protocols, check the temperature, and use the Peduli Melindungi application (Suryana, 2021).

Related to tourism development, on January 29, 2020, the Lebak Regency Government conducted an online Focus Group Discussion (FGD) with camats and village heads who belonged to the Bayah Dome Geopark area to discuss the finalization of program plans and management activities of The Bayah Dome Geopark. In this activity, the government invites to maintain the dam to preserve the geological tourism around it (Lebak Regency Tourism Office, 2020). In addition to the local community, the Lebak Regency Government also communicated with the Ministry of Tourism and Creative Economy on December 26, 2020. In the joint dialogue, the ministry and local government discussed strategies to gain the trust of foreign tourists and the archipelago to visit tourist destinations in the new normal era (Lebak

Regency Tourism Office, 2020). At the beginning of 2020 there was a fairly interesting phenomenon, where the Baduy people asked to be removed from the list of tourist destinations. In response to this, the Head of the Lebak Regency Tourism Office, Imam Rismahayadin, attended the event of cultural gatherings, academics, activists, activists, media, observers of Baduy cultural customs, the community, Jaro Pamarentah Baduy Saija, and local camats. From the results of the great deliberations of baduy customs, produce several things:

1. Indigenous institutions never issued a letter of mandate to anyone and they do not know who put a thumbprint on the outstanding application letter.
2. The request to change the terms "Baduy Tourism" and "Baduy Tourist Destinations" was converted to "Saba Budaya Baduy" and the public was open with Saba Baduy Cultural tourists. Although the Baduy community is open they hope that tourists can appreciate, maintain, and obey the traditional norms of Baduy.
3. Replacing baduy tourist writing / Baduy Cultural Tourism / Baduy Cultural Tourism with "Saba Budaya Baduy" both for sign boards (signboards) for road directions, billboards, billboards, and nomenclature found in departments, ministries, institutions, agencies, agencies, stakeholders, mass media, and social media.

In response to the request, the Head of the Lebak Regency Tourism Office representing the local government took the initiative to immediately establish coordination across sectors, and invited all cultural elements, activists, academics, activists, observers, Baduy culture lovers, and the media to take an active role in developing the Baduy Cultural Saba (Lebak Regency Tourism Office, 2020).

There are two social media platforms to promote Lebak Unique, namely the official website (lebakunique.id) and Instagram (@dusbudparlebak). Both social media are managed by the Lebak Regency Tourism Office. For the official website itself, there is complete information about tourist destinations ranging from explanations about these destinations in the form of narratives and videos, as well as maps that explain the location of all tourist destinations. The site is also listed about the agenda of activities to be held in Lebak Regency, as well as the creative economy available in Lebak Regency. Meanwhile, for instagram accounts themselves have content that is not much different from that found on the Lebak Unique website, it's just that with the many features on Instagram, admins can create more varied interactions. The appearance of the two social media is very simple, making it easy to operate and understand by the public.

Based on this presentation, the Lebak Regency Government has carried out good communication with various parties involved, not only to convey something but to exchange ideas in finding solutions for tourism development in Lebak Regency, especially in the pandemic era. This shows that the Lebak Regency Government is very open to existing communication and really affects all stakeholders. The use of digital media in the promotion of Lebak Unique also supports the digital destination movement that has been launched by the Ministry of Tourism of the Republic of Indonesia, especially through changes in the pattern of using digital media by the user community, from the introduction of potential attractions and using conventional media communication, to then switching to using digital media, so that it can be better and more effective, and also does not have the space and time. limited (Sudarmawan & Prasetia, 2019). One other thing that needs to be appreciated is the use of

social media, the Lebak Regency Government is not only successful to introduce tourist destinations that are physical but also related to culture. The statement was reinforced by Hidayat's statement (2021) that the forms of communication carried out by the Lebak Regency Government through the Lebak Regency Tourism Office to introduce Baduy to the wider community were to develop communication strategies by promoting tourist attractions using interpersonal communication and various media, including cultural events (Seba Baduy), Saija Adinda Tourism Ambassadors, publications through billboards, press release, online media of the Lebak Regency Tourism Office such as twitter, facebook, website, and blog. In addition, the form of information conveyed to the wider community about Baduy Culture includes Ambu films and Baduy traditional clothing used by President Joko Widodo at the 2021 MPR / DPR annual session.

d. Coherence

Coherence is a major part of implementation to decide who will drive a particular initiative. Consideration should also be given to the big picture, i.e. how consistent certain items of action and activity are. At this stage, the Lebak Regency Government must ensure that all forms of communication programs from a city can be integrated consistently and have the same message delivery. In connection with the previous stage, the Lebak Regency Government has been in communication with various stakeholders. In order to maintain information alignment and prevent the spread of hoaxes, the Lebak Regency Communication and Information Office also participates in conducting information management systems and applications from Lebak Unique itself (Abdullah, 2018). Ecotourism Class is also a means to ensure that the delivery of information can be carried out properly. The training was carried out to improve its abilities, especially for the community in terms of ecotourism management considering that Lebak Regency has a lot of ecotourism potential (Prabowo, 2020).

For this stage, the Lebak Regency Government has conducted information alignment for all parties involved. This statement is not only evidenced by the explanation in this sub-chapter but from the previous sub-chapter. Open communication, training, social media content that is more or less the same, is evidence of the efforts of the Lebak Regency Government has tried to harmonize information. However, on the other hand, especially for Lebak Unique social media, optimization of social media operations is needed to increase brand awareness and engagement on social media (Hidayah et al., 2021).

V. CONCLUSION

The Lebak Regency Government has carried out the entire city branding process for the Lebak Unique program well. This can be proven by communication patterns built by local governments that prioritize openness and also listen to the opinions of all stakeholders. All these efforts help Lebak Regency to improve its economic condition after the Covid-19 land, especially with the support to carry out the capabilities and potential of the local community to further encourage the implementation of the city branding that is being carried out. In addition, the use of social media as a means to introduce the tourism potential of Lebak Regency is the most concrete form of city branding that continues to adjust to the conditions at hand.

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